

September 7, 2005

EAC RFP # 05-05 STATEMENT OF WORK AND CONTRACT TERMS

ASSISTANCE TO THE ELECTION ASSISTANCE COMMISSION TO IDENTIFY AND PROMULGATE EFFECTIVE STRATEGIES AND BEST PRACTICES FOR POLL WORKER RECRUITMENT, RETENTION AND TRAINING

1.0 Background

Due to the fact that election officials are having increasing difficulty recruiting and retaining qualified poll workers, the EAC Board of Advisors has recommended that the EAC undertake a project to provide assistance with this growing problem. Sections 241(a) and 242(b)(8) of the Help America Vote Act (HAVA) direct the Commission to periodically “Conduct and make available to the public studies regarding...methods of recruiting, training and improving the performance of poll workers.”

In 2004, the EAC initiated two pollworker programs. Both the HAVA College Program and the EAC Pollworker Initiative were designed to publicize pollworker recruitment efforts. Both programs were well received by election stakeholders and provided a solid foundation for further work. The EAC is currently undertaking two separate projects designed to build on these programs. This scope of this project is directed toward all strategies for pollworker recruitment, training, and retention that do not include colleges and universities. The EAC is soliciting separate bids for a similar project related specifically to college pollworker recruitment.

Developing recommendations and guidance for pollworker and poll assistant recruitment, training, and retention will require considerable familiarity with relevant State restrictions and requirements. The effort will require an understanding of the issues faced in the recruitment and retention of qualified poll workers, as well as knowledge of the variety of resources available to election officials in jurisdictions of varying sizes to maintain adequate numbers of trained volunteers for their Election Day staffing needs. It also will require the ability to make judgments about the effectiveness of methods currently being used and suggestions for adaptations of methods based on differences between jurisdictions.

The main product of this effort will consist of a manual that encompasses both a collection of identified best practices in the area of pollworker recruitment, training, and retention, as well as specific steps required to implement such programs in various jurisdictions. This manual also will include marketing materials, guides and training curricula that can be easily adapted for use by as wide a constituency as possible. The EAC will share the results with all interested parties. It is expected that the manual will be used by election officials, corporations and government agencies, and the voter advocacy community.

To produce and evaluate this product, the Contractor is required to: (1) collect information on relevant State requirements; issues, and options in pollworker and poll assistant recruitment, training, and retention; and effective methods of recruiting, training, and retaining such election workers, including sample materials used in these efforts; (2) produce a user-friendly guide for those involved in the recruitment, training, and retention of poll workers and poll assistants that includes marketing and training materials that can be easily adapted for use by those endeavoring to recruit and train poll workers; (3) plan and conduct a pilot program during the 2006 election in a minimum of three election jurisdictions using strategies and materials from the guide; and (4) provide recommendations for revisions to the manual and for future activities to benefit efforts to recruit and retain qualified poll workers and poll assistants.

2.0 Objectives

The overall objectives of this project are to: (1) collect information on relevant State requirements; issues, and options in pollworker and poll assistant recruitment, training, and retention; and methods of recruiting, training, and retaining such election workers, including sample materials used in these efforts; (2) produce a user-friendly guide for those involved in the recruitment, training, and retention of poll workers and poll assistants that includes marketing and training materials that can be easily adapted for use by those endeavoring to recruit and train poll workers and poll assistants; (3) plan and conduct pilot programs during the 2006 election in a minimum of three election jurisdictions using strategies and materials from the guide; and (4) provide recommendations for future activities to benefit efforts to recruit and retain qualified poll workers and poll assistants.

3.0 Scope

Currently, approaches to pollworker recruitment, retention and training vary widely based upon the needs, demographics and resources available to jurisdictions. The underlying rationale for this project is to provide a means to determine which strategies have been most effective, which have been problematic or infeasible, and then to disseminate this qualitative analysis to as wide an audience as possible. Ideally, effective strategies will be identified and will be documented in a way that will allow for replication in other jurisdictions.

The Contractor will examine State requirements for individuals who may serve as poll workers and poll assistants. The Contractor will examine sample pollworker recruitment and training materials from varying jurisdictions as part of the information-gathering portion of the project. Specific attention should be paid to jurisdictions that have recently undergone a transition in voting systems since such transitions may have a profound impact on poll workers, particularly in the areas of retention and training. The Contractor will also seek to identify jurisdictions that have endeavored to develop and use alternative methods of pollworker recruitment and have thus determined which aspects of such methods are most successful and suitable for replication.

The Contractor will conduct a series of focus groups with various constituencies to gain a more complete understanding of the issues related to poll workers and poll assistants as a major part of the electoral process.

The Contractor's research will culminate in a manual that will be widely available to all interested parties that will describe best practices in the field of pollworker and poll assistant recruitment, retention and training. In addition, the Contractor will develop marketing and training materials (including training curricula and quick reference tools for poll workers). Such materials shall be included in the manual and will be available in electronic format on the EAC website and suitable for easy adaptation and use by election officials.

The Contractor will develop and implement a plan for pilot programs using the manual in at least three jurisdictions during the 2006 election cycle. Consideration should be given to implementing pilot programs in jurisdictions that are geographically and demographically diverse. Implementation of the pilot programs will be carried out in coordination with the appropriate State and local election officials and with stakeholder groups.

Based upon the results of the pilot project, the Contractor will present written recommendations to EAC for future action to benefit efforts to recruit and retain qualified poll workers and poll assistants.

4.0 Specific Tasks

4.1 Update the project work plan. The Contractor shall update and deliver the Project Plan no later than ten (10) days after contract award. The plan shall describe how the Contractor will accomplish each of the project tasks, and include a timeline indicating major milestones.

4.2 Submit monthly progress reports. The Contractor shall submit a monthly progress report within two (2) weeks of the end of each month. This report shall provide a brief summary of the activities performed and indicate progress against the timeline provided in the Project Plan. Any issues that could adversely affect the schedule or budget should be identified for resolution. Budget status also shall be included.

4.3 Conduct periodic briefings for the EAC. The Contractor shall periodically confer with the Contracting Officer's Representative (COR) to discuss research findings and work progress. The Project Plan should make allowances for this activity. The number and frequency of such briefings will be determined by the Contractor's project manager and the COR as the work continues. The Contractor may also be required to periodically brief the Commission.

4.4 Develop a working group to advise on the project. The Contractor shall identify a maximum of five (5) individuals to serve as a Project Working Group.

These individuals should be considered experts in the fields of elections, voter advocacy, or training or have other experience deemed relevant that would assist in the administration of this project. Note that these individuals will not be compensated for their time, but travel and other authorized expenses will be reimbursed. Individuals must be selected in consultation with the EAC and the Project Working Group must be bi-partisan or non-partisan in nature.

4.5 Research State requirements for poll workers and poll assistants. The Contractor shall review available information and, where necessary, conduct research on State requirements for poll workers and poll assistants. At the conclusion of such research, the Contractor shall provide the EAC with a written summary of such requirements.

4.6 Review existing resources on pollworker recruitment and training. The Contractor shall review published best practices for pollworker recruitment, retention and training. In addition, the Contractor will consult with State and local officials to obtain information about efforts currently being used in various jurisdictions. Specific attention should be paid to jurisdictions that have recently changed voting systems and their experiences should be closely analyzed. Except in cases where such materials are proprietary and permission cannot be obtained, the Contractor shall provide copies of all materials reviewed to be kept in the EAC Clearinghouse.

4.7 Conduct focus groups. The Contractor shall conduct focus groups consisting of election officials, poll workers, representatives of community-based organizations, corporate leaders who are active in encouraging employees to serve as election workers, and any other relevant groups such as service clubs or charities. The purpose of these focus groups is to identify successful strategies currently being employed as well as potential pitfalls to be avoided when replicating and adapting successful programs in new areas. In addition, the voter service aspect of pollworker duties and how pollworker competency can have a direct impact on the voting process must be strongly emphasized. Focus group participants should be chosen to reflect as much diversity as possible. This includes, but is not limited to gender, ethnicity, language, age, and national origin. Such diversity will enable the focus groups to reflect the diversity of the overall voting population. At the conclusion of each focus group, the Contractor shall provide a written summary of the issues discussed in such focus groups and how these issues will affect the outcomes of the project.

4.8 Develop and produce written recommendations and materials for pollworker and poll assistant recruitment, retention and training. One of the principal products of the Contractor's work will be a manual available to all interested parties that will describe best practices in the field of pollworker and poll assistant recruitment, training, and retention. This manual should function as a supplement to established recruitment and training programs as well as a "how to" guide for implementation of new programs. In developing the manual, the

Contractor shall take into account input from focus groups as well as other stakeholders. Further, the Contractor shall review available materials in use for pollworker recruitment and training. Such materials should be reviewed in the context of adaptation and replication for use in other jurisdictions. The Contractor shall develop, for inclusion in the manual and separate use, materials that election officials and others involved in pollworker recruitment and training may use for marketing and training in their local jurisdictions. Such materials and appropriate strategies identified in the manual shall be used in implementing pilot programs as described in specific task 4.9. The manual should be considered a multimedia document and the widely-used format will be an online version. The Contractor shall provide to the EAC one electronic copy (in an agreed upon format) and 10 hard copies of the pollworker manuals, as well appropriate hard copy or electronic copies of all materials referenced in or used as a basis for a recommendation in the manual, including print, electronic, video, CD-ROM, DVD, or other supplements. Note that an outline of this manual must be submitted to the COR and the Project Working Group prior to drafting the manual, and a draft must be reviewed by the Project Working Group and the EAC Standards Board and the EAC Advisory Board prior to final production. After such review, version 1.0 of the manual will be distributed electronically to all interested parties.

4.9 Develop and implement pilot programs. The Contractor, in consultation with EAC, shall identify at least three (3) jurisdictions in which to implement a pilot program using strategies identified through various methods including, but not limited to, the Contractor's research and those identified in focus groups. Such programs should be conducted during the 2006 election cycle. Pilot programs should include training workshops for persons involved in pollworker and poll assistant recruitment, training, and retention. Implementation of pilot programs shall be carried out in coordination with appropriate State and local election officials and with stakeholder groups. Jurisdictions chosen for pilot program implementation should represent geographic and demographic diversity. At the conclusion of the pilot programs, the Contractor shall provide a report on each program. The report shall describe the methods used in the pilot programs and identify specific strengths and weaknesses of those strategies.

4.10 Final report including written recommendations for future action. At the conclusion of this project, the Contractor shall provide the EAC with written report on the project. Such report shall include specific lessons learned and shall make recommendations for revisions of the manual developed for the project and for future activities to benefit pollworker recruitment, training, and retention efforts. The Contractor shall provide a draft of the report for review before producing the final report. The Contractor shall provide to the EAC one electronic copy (in an agreed upon format) and 10 hard copies of the final report.

5.0 Contract type

The contract type shall be time and materials.

6.0 Place of Performance

The principal place of performance will be the Contractor's place of business. Periodic meetings and briefings will be held at the EAC offices in Washington, DC. Locations for focus groups and pilot programs will be chosen in consultation with the COR.

7.0 Period of Performance

The period of performance is from the date of award until December 31, 2006.

8.0 Schedule of Deliverables

1. Project Plan	10 days after date of award
2. Progress reports	monthly
3. Briefings	as required
4. Summary of State requirements	01/06/2006
5. Focus group summaries	02/03/2006
6. Outline of manual	02/24/2006
7. First draft of manual (including training and marketing materials)	04/14/2006
8. Version 1.0 of manual	06/01/2006
9. Reports on pilot programs	as agreed with COR
10. Draft final report	as agreed with COR
11. Final report	12/31/2006

9.0 Inspection and Acceptance Criteria. Final inspection and acceptance of all work performed, reports, and other deliverables will be performed at the office of the EAC. The COR will be named at the time of contract award.

10.0 Invoicing. Invoices may be submitted monthly using Standard Form 1034, Public Voucher for Purchases and Services Other Than Personal. Invoices shall be delivered to the attention of:

Ms. Diana Scott
Administrative Officer
U.S. Election Assistance Commission
1225 New York Avenue, NW, Suite 1100
Washington, DC 20005.

11.0 Accounting and Appropriation Data. Funding is available for this contract.

12.0 Contract Terms. The contract clauses included in this document are the provisions governing this contract. The "Purchase Order Terms and Conditions" on the back of GSA Form 300 do not apply. This form is used only for the purpose of processing contract financial data.

13.0 Work for Hire. The services performed under the terms of this agreement are considered “work for hire,” and any intellectual property or deliverables, including but not limited to, research, summaries, documents, web applications, web content and other works submitted; or which are specified to be delivered; or which are developed or produced and paid for by EAC, shall be owned exclusively by EAC, including copyright. EAC or its assignees have the exclusive right to reproduce all work products from this agreement without further payment to the Contractor.

14.0 General Provisions.

1. *Proposal Incorporated.* The Contractor’s proposal is incorporated by reference into the Statement of Work.
2. *Inspection / Acceptance.* The Contractor shall only tender for acceptance those items that conform to the requirements of this contract. The EAC reserves the right to inspect and review any services that have been tendered for acceptance. The EAC may require the correction or re-performance of nonconforming services at no increase in the contract price. The EAC must exercise its post-acceptance rights within ten (10) days after the defect was discovered or should have been discovered.
3. *Changes.* Changes in the terms and conditions of this contract may be made only by written agreement signed by authorized representatives of both parties.
4. *Disputes.* This contract is subject to the Contract Disputes Act of 1978, as amended (41 U.S.C. 601-613). The Contractor shall proceed diligently with performance of services pending final resolution of any dispute arising under the contract.
5. *Excusable Delays.* The Contractor shall be liable for defaults unless nonperformance is caused by an occurrence beyond the reasonable control of the Contractor and without its fault or negligence such as acts of God or the public enemy, acts of Government in either its sovereign or contractual capacity, fires, floods, epidemics, quarantine restrictions, strikes, unusually severe weather, and delays of common carriers. The Contractor shall notify the EAC, in writing, as soon as possible after the beginning of an excusable delay. The Contractor shall explain the basis for the excusable delay, and correct the problem as soon as possible. The Contractor shall notify the EAC, in writing, at the end of the delay.
6. *Other Compliances.* The Contractor shall comply with all applicable Federal, State, and local laws, executive orders, rules and regulations applicable to its performance under this contract, including the Paperwork Reduction Act of 1995.
7. *Compliance with Laws Unique to Government Contracts.* The Contractor agrees to comply with 31 U.S.C. 1352 relating to limitations on the use of appropriated funds to influence certain Federal contracts; 18 U.S.C. 431 relating to officials not

to benefit; 40 U.S.C. 327 et seq., Contract Work Hours and Safety Standards Act; 41 U.S.C. 51-58, Anti-Kickback Act of 1986; 41 U.S.C. 265 and 10 U.S.C. 2409, relating to whistleblower protections, 49 U.S.C. 40118, and 41 U.S.C. 423 relating to procurement integrity.

8. *Limitation of Government Liability.* In performing this contract, the Contractor is not authorized to make expenditures or incur obligations exceeding the total amount of the contract amount. The Contractor is required to notify the Contracting Officer's Representative in writing when 75% of contract funding has been committed.
9. *Termination for Convenience.* The EAC, by written notice, may terminate this contract, in whole or in part, when it is in the best interest of the Government. If this contract is terminated, the rights, duties, and obligations of the parties, including compensation of the Contractor, shall be in accordance with Part 49 of the Federal Acquisition Regulations in effect on the date of this contract.

September 7, 2005

**EAC RFP # 05-05 ASSISTANCE TO THE ELECTION ASSISTANCE
COMMISSION TO IDENTIFY AND PROMULGATE EFFECTIVE
STRATEGIES AND BEST PRACTICES FOR POLLWORKER RECRUITMENT,
RETENTION AND TRAINING**

PROPOSAL INSTRUCTIONS

All proposals must be submitted electronically to Nicole Mortellito at (NMortellito@eac.gov) by 4:00 p.m. (Eastern Daylight Time) on September 12, 2005. Microsoft Word 2000 or above, Excel, and Microsoft Project are the required document formats. Technical and cost proposals must be submitted as separate files.

Requests for clarifications and questions can be submitted electronically to Carol Paquette at (CPaquette@eac.gov) no later than 4:00 p.m. (Eastern Daylight Time) on September 9, 2005. All questions and answers will be distributed to all potential bidders without attribution.

TECHNICAL PROPOSAL INSTRUCTIONS

In the Technical Proposal, bidders are requested to state each item listed below, followed by the response to that item. All proposals should be as brief as possible and only include information that is relevant to the items being considered. Please note that there are page limitations on certain items.

1. Provide a proposed project work plan that describes how the Contractor will accomplish each of the project tasks, including a PERT or Gantt chart indicating major activities and milestones. Assume a project start date of September 20, 2005. Discuss each task in the statement of work. Microsoft Project is the preferred format for the project work plan.
2. Provide a matrix of personnel proposed for each task and include resumes for all professional personnel. Relevant experience in election management and training must be indicated clearly.
3. Provide a brief description of the qualifications of the Principal Investigator relative to performing the types of activities described in the Statement of Work. Provide 3-5 examples of comparable work performed in the last five (5) years, with a description of the specific responsibilities of the Principal Investigator. Include the title of the project, the sponsoring organization, name and contact information for the project manager (with telephone and email), period of performance and the value of award. Limit each example to a maximum of two (2) pages. Note that the Principal Investigator is classified as key personnel for this contract.

4. Provide five (5) examples of comparable projects performed by your organization in the past five (5) years. Briefly describe how each example is relevant to the work required for this effort. Include the project title, sponsoring organization, the sponsor's project manager with telephone and email contact information, period of performance, and the value of award. Limit each example to a maximum of three (3) pages.
5. Discuss what you consider the three (3) most significant risks for successful completion of the project. Explain why you feel each is a risk and how you plan to manage these risks.
6. Discuss the top five (5) reasons that make your team the best qualified candidate to perform this work.

COST PROPOSAL INSTRUCTIONS

You must provide the following information on the first page of the cost proposal:

1. RFP number
2. Date of submission
3. Name and address of offeror
4. Employer's Identification Number (tax ID #)
5. Point of contact name, telephone, fax and email address
6. Remittance address, if different from Contractor address
7. Classification of business (e.g., small business; other than small business; small disadvantaged business; small woman-owned business. Indicate if self-identified or officially designated by the Small Business Administration.)
8. Type of business organization (e.g., corporation, partnership, sole proprietorship)
9. Cognizant Federal Contract Audit Agency (if applicable)
10. Whether your organization is subject to cost accounting standards
11. Payment terms (e.g., monthly or upon completion of deliverables). Provide a completed and signed EFT form for electronic payment. This form is attached.
12. Proposed cost
13. Name, title and signature of individual authorized to commit organization
14. The following statement:
 "This proposal reflects our estimates and/or actual costs as of this date. By submitting this proposal, we grant the Contracting Officer and authorized representative(s) the right to examine, at any time before award, those records, which include books, documents, accounting procedures and practices, and other data regardless of type or form or whether specifically referenced or included in the proposal as the basis for pricing, that will permit an adequate evaluation of the proposed price."

Provide the breakdown of the following cost elements, as applicable, beginning on the second page of the cost proposal:

1. Direct labor—provide a monthly breakdown of labor hours, rates and total cost by appropriate labor category, based on your internal cost accounting system.

2. Subcontracts—List each subcontract, the services obtained, and the amount. If any one subcontract exceeds \$100,000, you must include the subcontractor cost proposal as an appendix.
3. Other costs—Provide total cost estimate by category: e.g., travel, computer charges, consultant services, etc. Provide cost estimate for production of 10 hard copies of Version 1.0 of the manual and of the final report. Reimbursement for Project Working Group travel and other expenses will be negotiated after contract award. Offeror should not include such estimates in cost proposal.

EVALUATION CRITERIA

These are the criteria and assigned values that will be used by the Source Selection Panel to evaluate the technical proposals. Cost proposals will be evaluated on a best value to the government basis.

1. Demonstrated understanding of issues related to pollworker recruitment, retention and training. (20 points)
2. Completeness, adequacy, responsiveness and timeliness of proposed methodology. (25 points)
3. Reasonableness of resource allocation and schedule. (10 points)
4. Relevant organizational experience. (10 points)
5. Appropriateness of skill mix and experience of proposed personnel. (20 points)
6. Compliance with proposal instructions. (5 points)
7. Results of reference checks. (10 points)
 - a. Was work done on schedule?
 - b. Was work done within budget?
 - c. Describe quality of work product.
 - d. Describe working relationship.
 - e. Describe unique insights, value-added results that Contractor produced.